

NYC Department
of Probation

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Juvenile Operations

Esperanza NY, Inc

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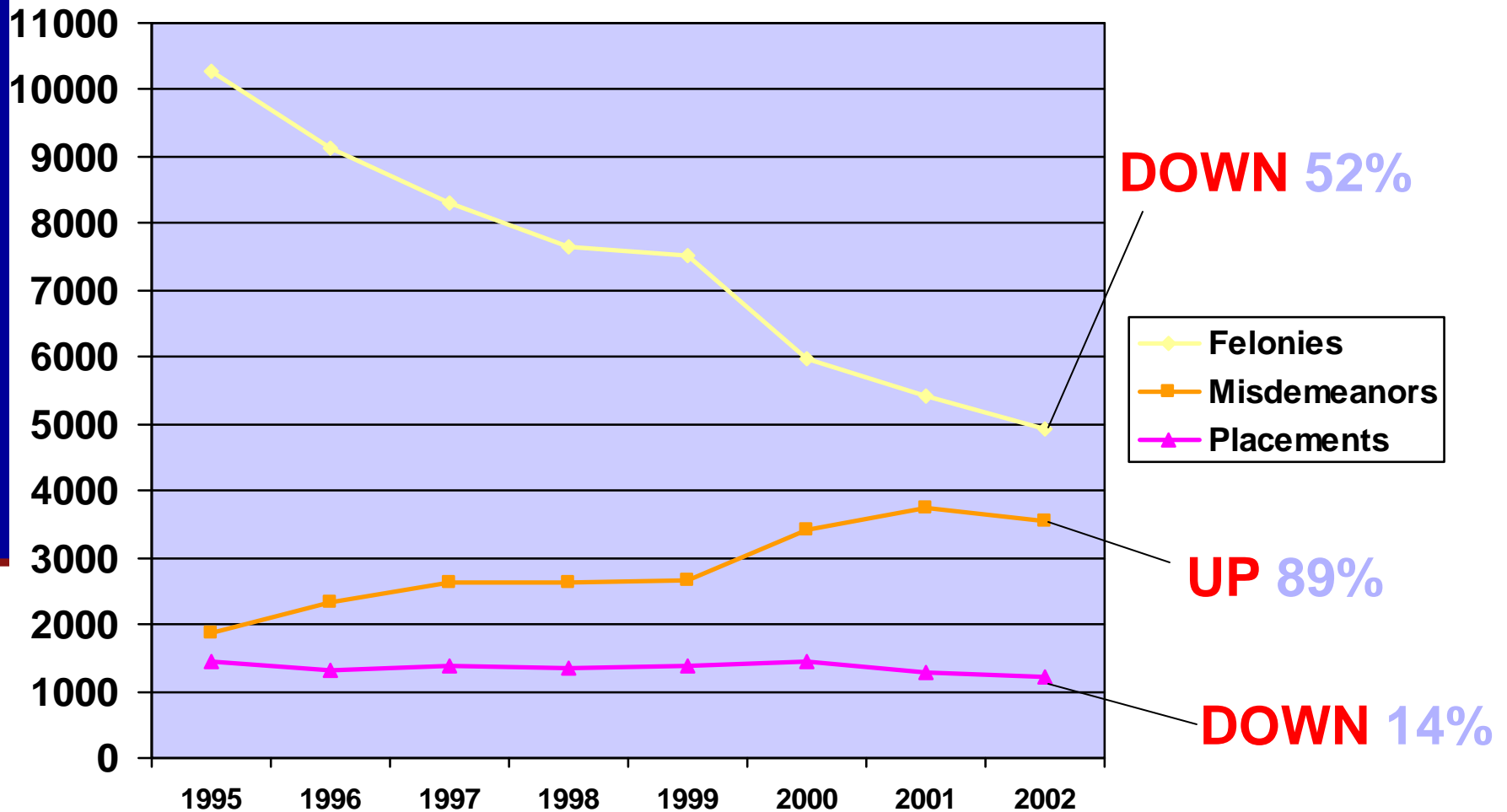
Project Manager

The NYC Story

Reducing the use of out of
home placements in
delinquency cases

Project Zero

Felony Juvenile Arrests Declined, Yet the Juvenile Justice System continued to place close to the same number of juveniles.



*SOURCES: NYPD and OCFS

Placement is expensive & ineffective

- NYC pays up to \$80 M per year for placement.
- Within 9 months of release from placement, more than 50% of young people were re-arrested.*
- Intensive, community-based services cost at least 75% less than placement and tend to have better outcomes.

Despite the drop in felonies, high recidivism, and high cost, the juvenile justice system was continuing its placement practices.

Research on Juvenile Justice

- **“Removing youthful offenders from their homes is often not a winning strategy for reducing long-term delinquency.”**
- **“Intensive community-based supervision programs typically produce recidivism rates as low or lower than out-of-home placement (at a fraction of the cost).”**
- **“Intensive family-focused or multi-dimensional intervention programs have produced the lowest recidivism rates of all.”**

“Less Hype, More Help: Reducing Juvenile Crime, What Works-And What Doesn't.” By Richard A. Mendel. Published in 2000 by the American Youth Policy Forum, Washington, D.C.

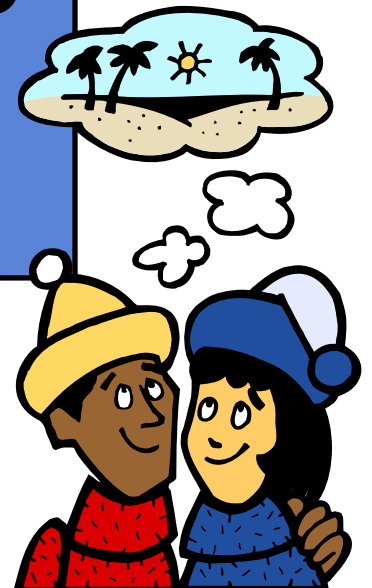
Challenges to system reform

- **Balance between meeting needs of juvenile and community safety**
- **Distinguishing between complaints that can receive immediate sanctions/diversions and those that must proceed for prosecution**
- **Due process for juveniles: support speedy trial, speedy disposition (sentencing)**
- **Need for objective assessment tools for determining detention and incarceration use**
- **Develop and enhance continuum of alternatives to detention (ATDs) and alternatives to incarceration (ATIs)**

Probation & Esperanza: Shared Vision

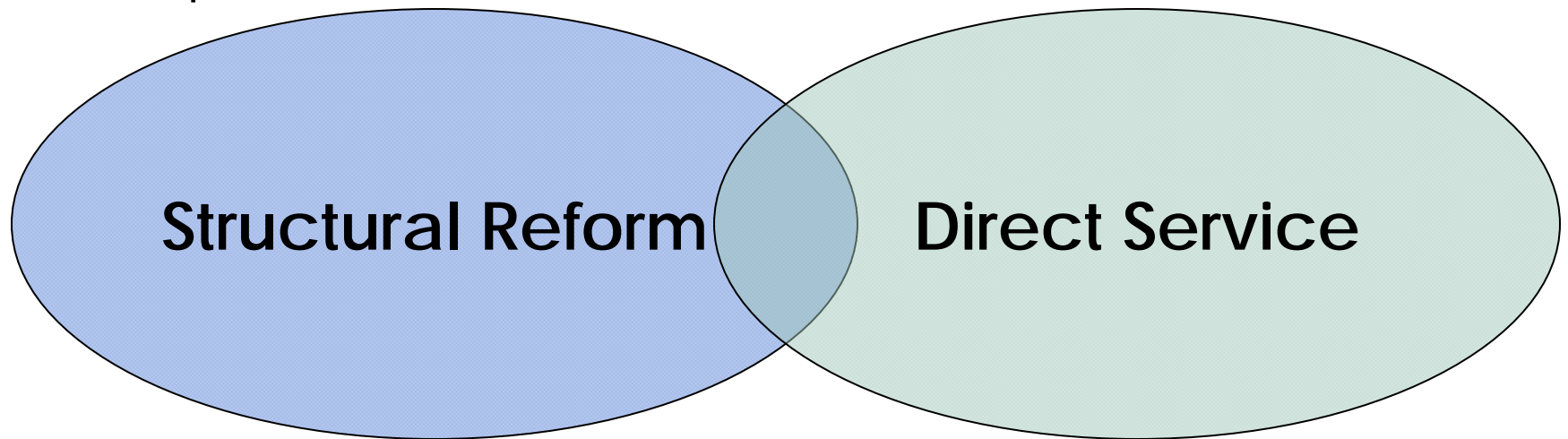
Probation and Esperanza have established a shared vision and common goal for their collaborative work:

To safely reduce placement of New York City youth who are adjudicated juvenile delinquents.



How It Works

Probation and Esperanza are using a two-pronged approach to reduce placement levels:



- Internal change at Probation
- Information sharing among all agencies
- Increase & refine other dispositional options

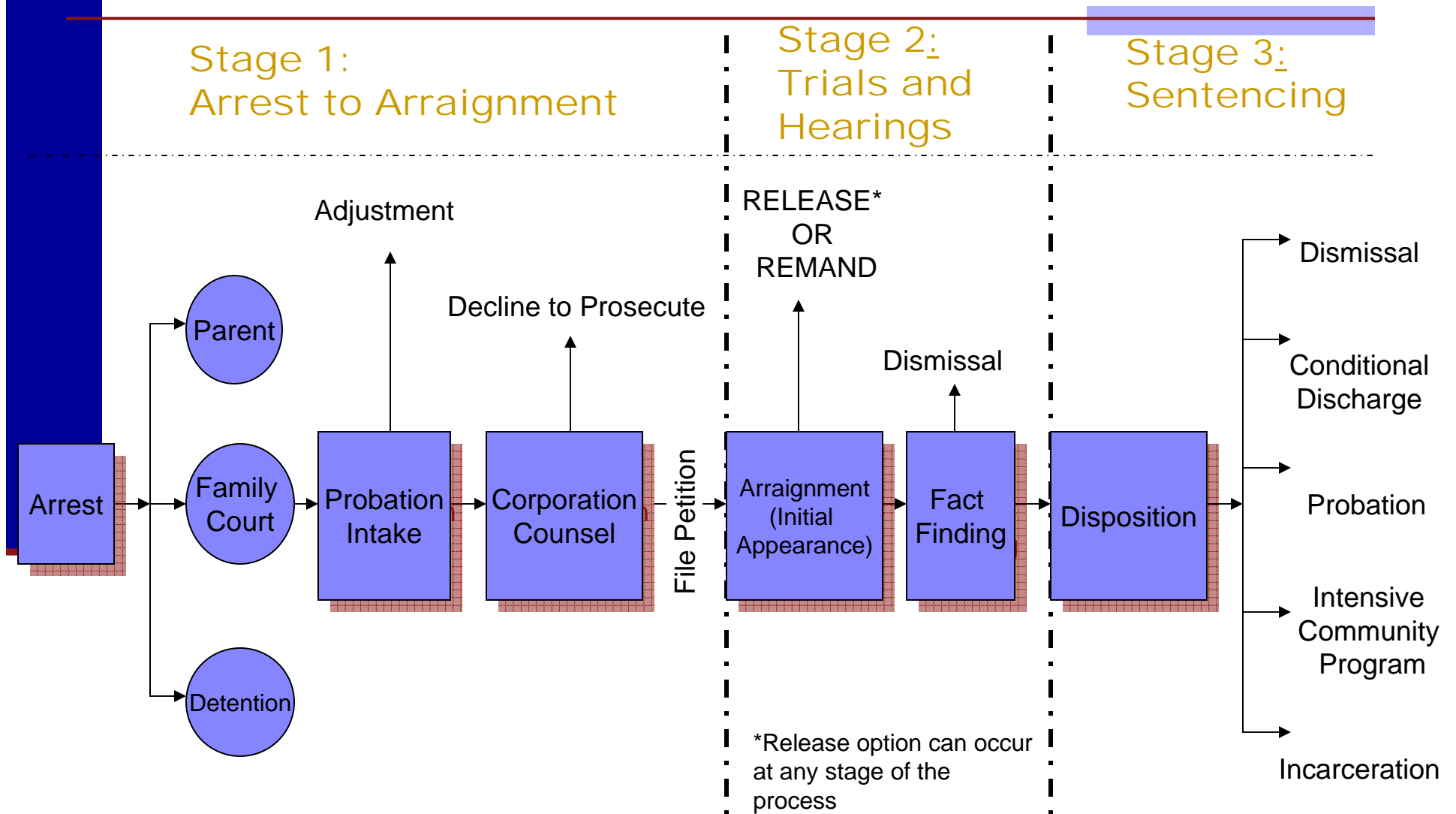
- Team approach
- Clear roles & ability to compromise
- Open and frequent communication

Esperanza – Technical Assistance to Probation

Esperanza provides ongoing T.A. for Probation:

- PAT analysis (monthly)
- Esperanza indicators (monthly)
- Judge analysis (biannually)
- EOP analysis (ongoing)
- Data analysis and management (ongoing)
- Trainings for Probation Officers (ongoing)
- Support for Structural Reform (ongoing)
- Support for Program Development (ESP, General Supervision)

NYC Juvenile Justice System: Processing Overview



Changes at Probation

DOP sought to reform its own business practices which were central to the issue.

DEPARTMENT OF PROBATION

Intake

Court Diversion
Non-Judicial
Sanctions

Revised Investigations

- I&R
- PAT

Re-engineered Supervision

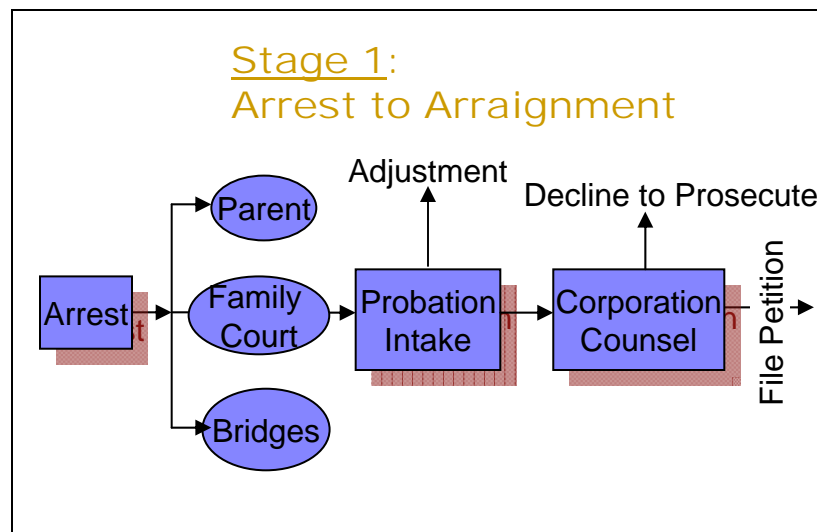
General
Supervision

Alternatives to
placement

ESP

Project Zero Reforms

Stage 1: Arrest to Arraignment Reform

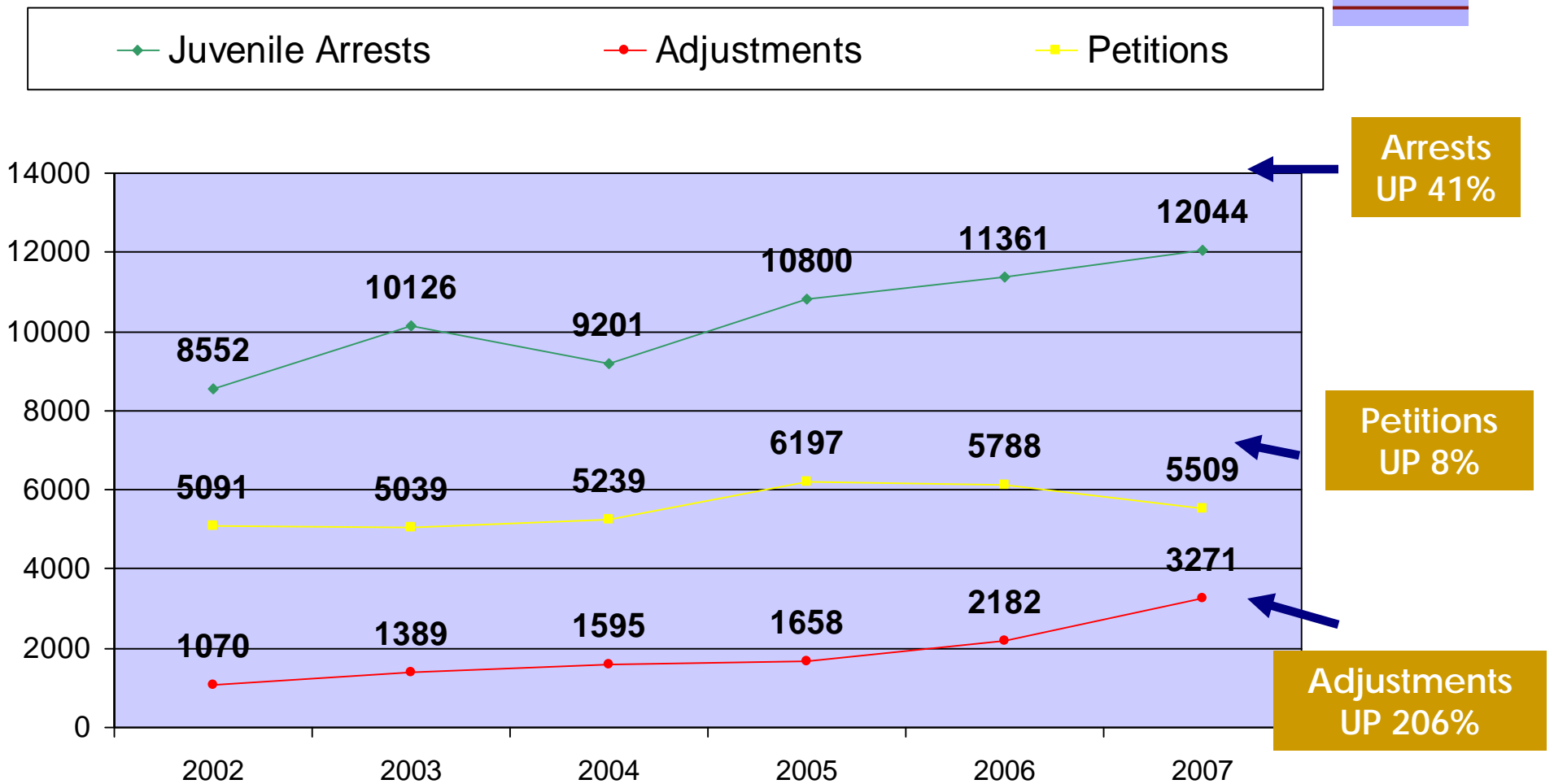


- Increased cases adjusted at intake from 14% in 2003 to 29% in 2007.

- Introduction of risk assessment tool (RAI) for detention decision making and ATD referrals.

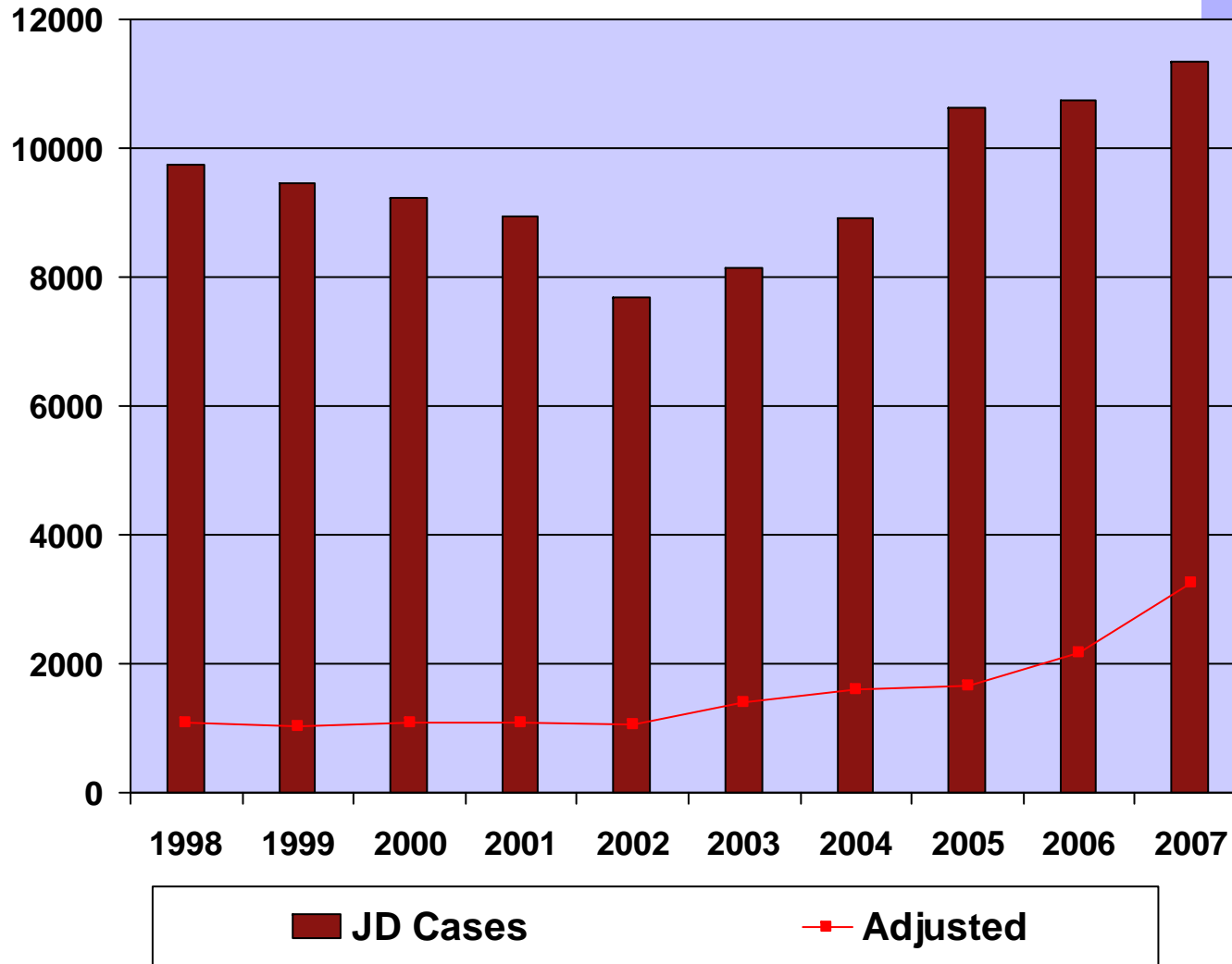
NYC JJ System Trends

(CY2002 – CY2007)



*SOURCES: NYPD, Law Dept, Probation

JD Intake and Diversion



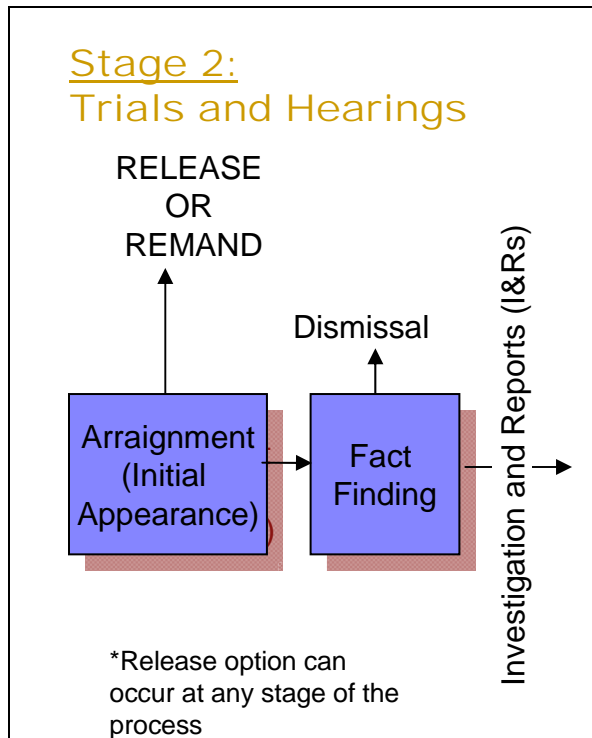
Rate of Diversion

2007	29%
2006	20%
2005	16%
2004	17%
2003	14%
2002	10%
2001	12%
2000	12%
1999	11%
1998	11%

*SOURCE: DOP

Project Zero Reforms

Stage 2: Trials and Hearings Reform

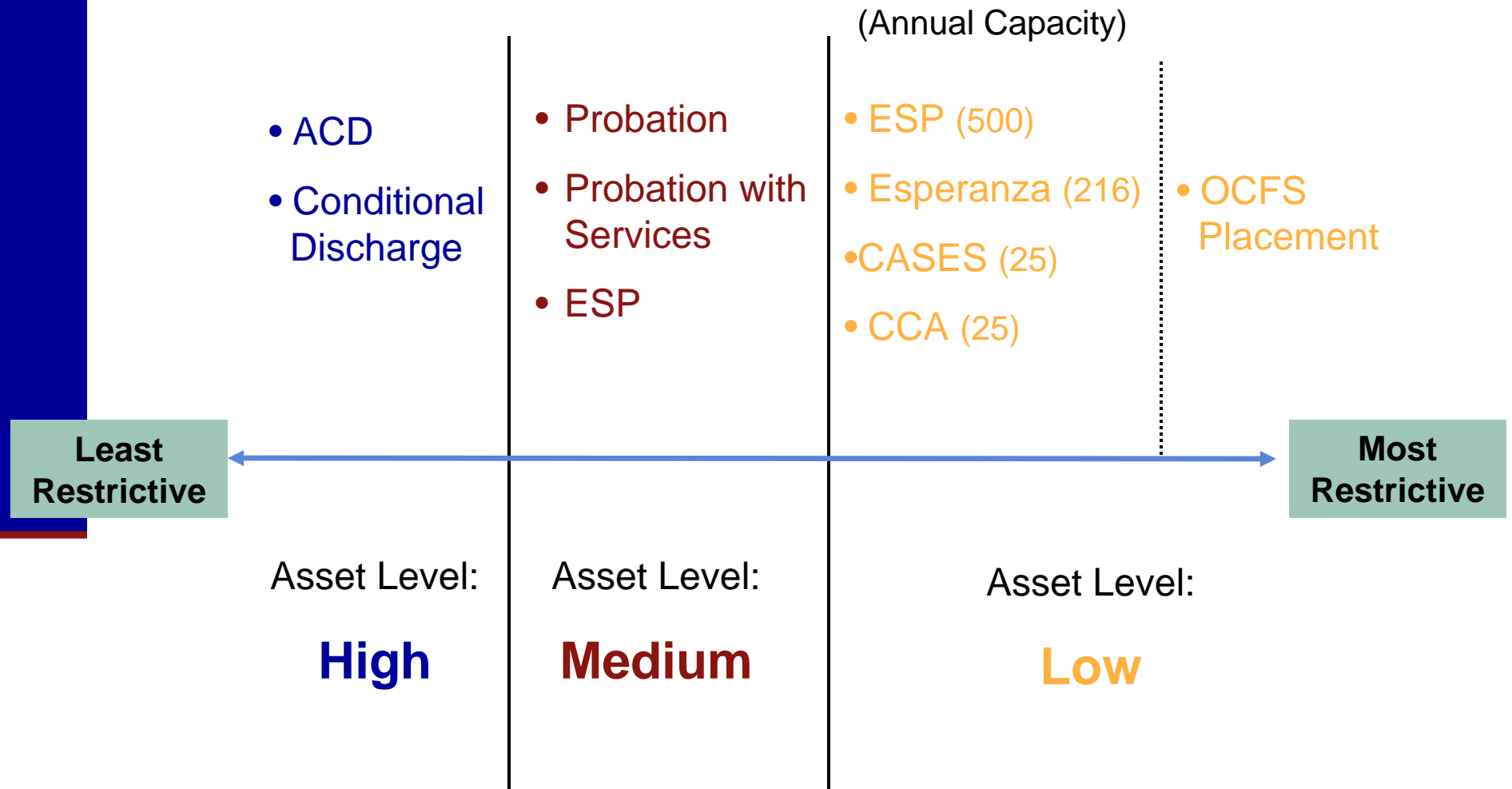


- Utilization of ATDs and intensive community monitoring program
- Electronic Investigation and Reports (I&Rs) sent to the courts
- Decreased recommendations for placement with the use of evidence based risk assessment tool (PAT)

What is the Probation Assessment Tool (PAT)?

- Questionnaire that complements I&R narrative
- Based on analysis of 730 NYC case files from April to June 2000
 - **Re-arrest risk assessment**
 - **Aim to separate safety to the community and needs of youth**
- Objective departmental guidelines to support POs' recommendations

Continuum of Sentencing Options



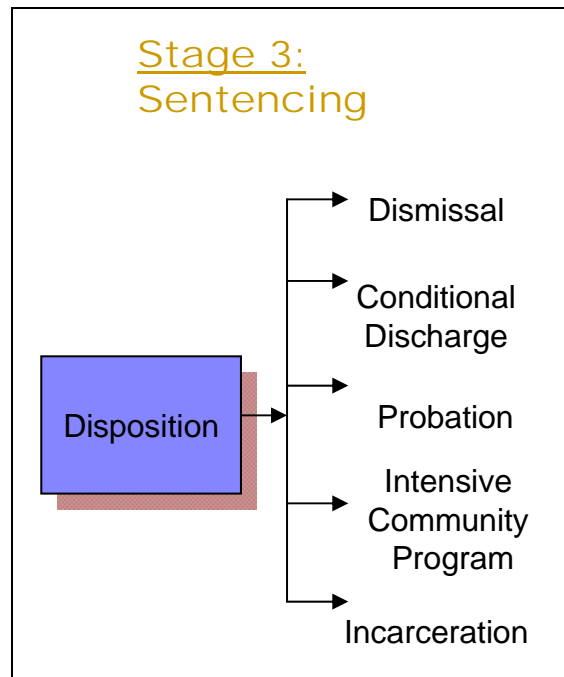
Placement recommendations and admits have decreased significantly

	Percent referred for placement	Placement Admits
2004	40%	1257
2005	26%	1194
2006	23%	1089
2007	18%	931

***SOURCE: DOP**

Project Zero Reforms

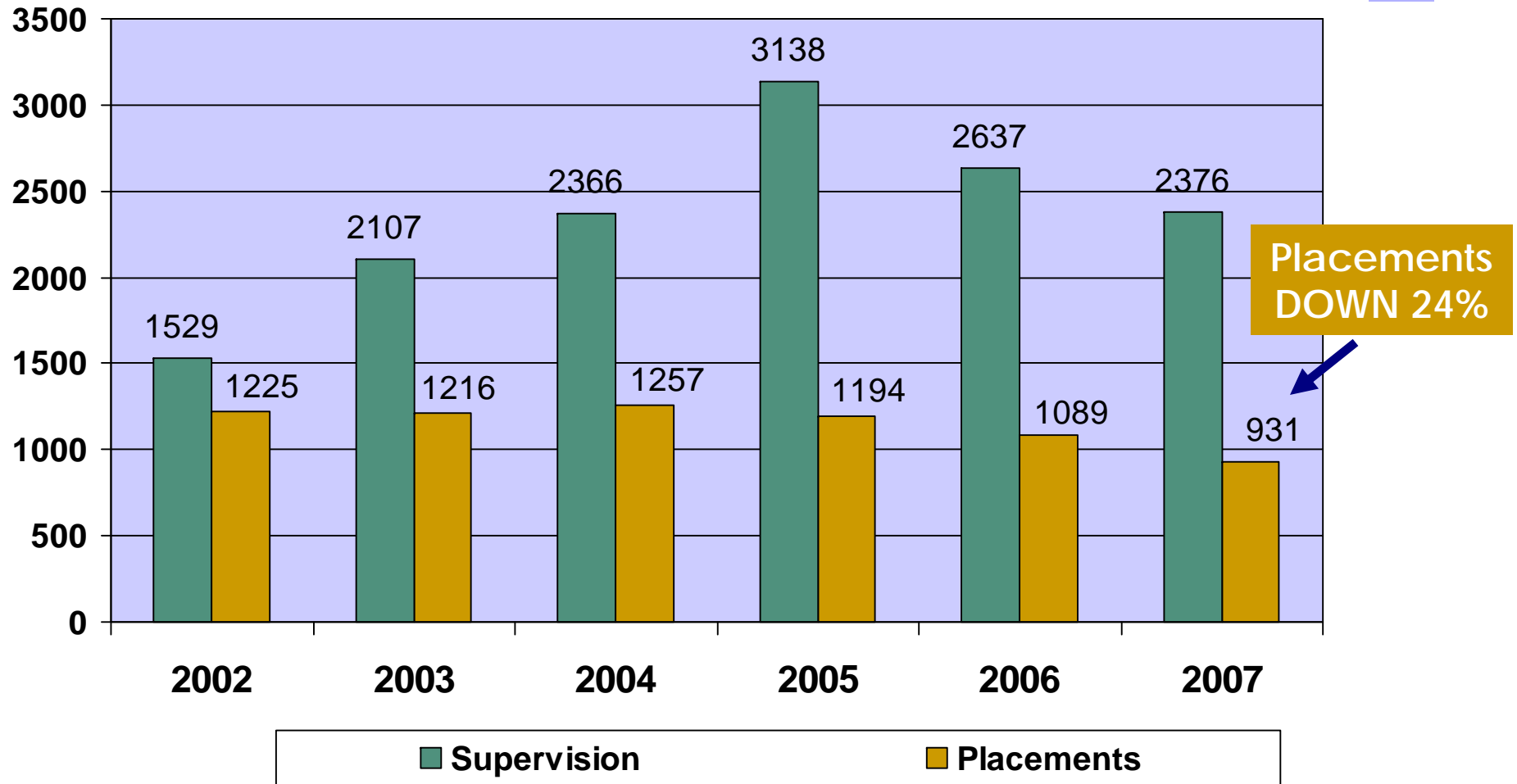
Stage 3: Sentencing Reform



• Enhanced continuum of community sentencing options

- Enhanced Supervision Program (ESP)
- Esperanza

Supervision & Placements by Calendar Year since Project Zero



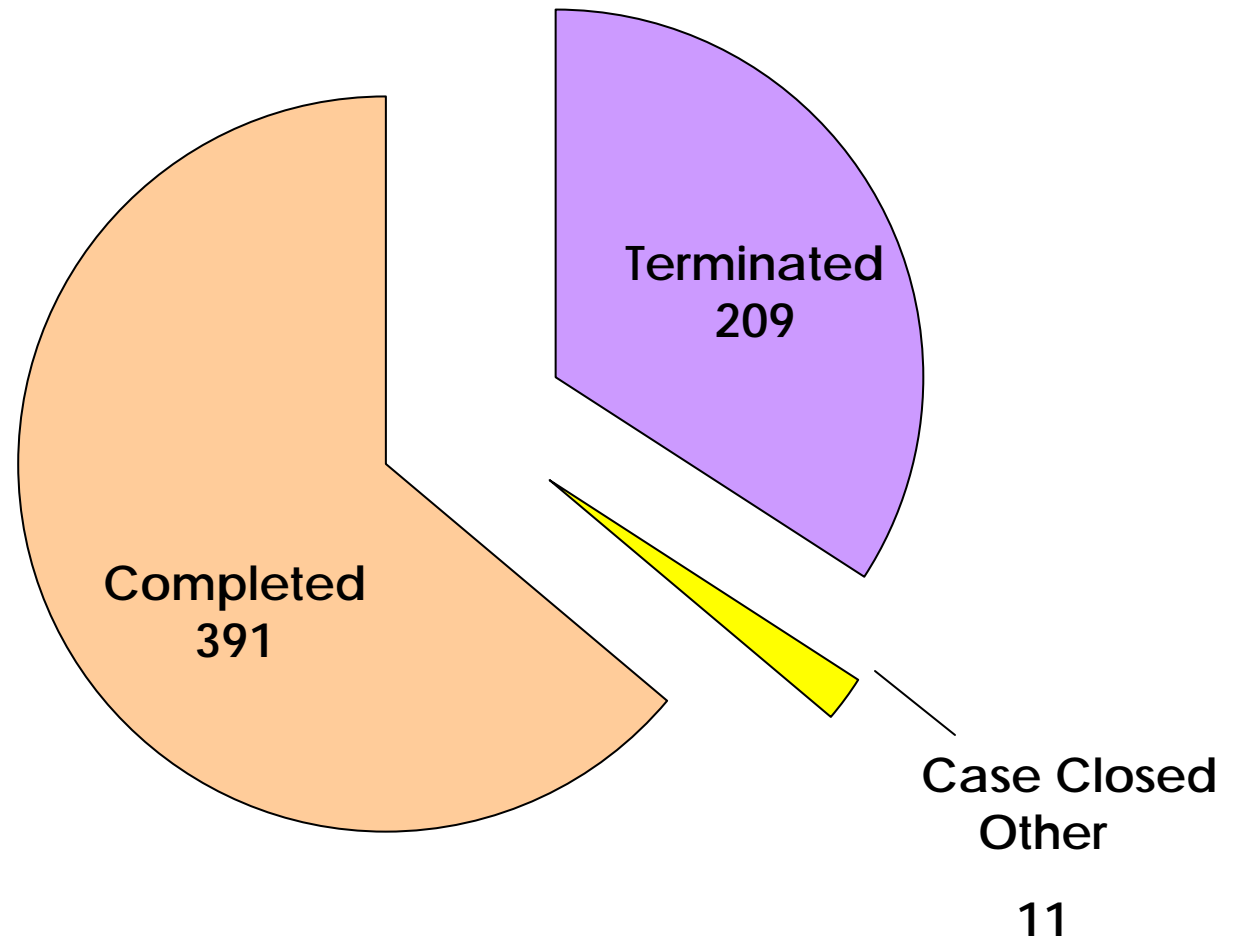
SOURCES: Probation, OCFS

Esperanza – Direct Services

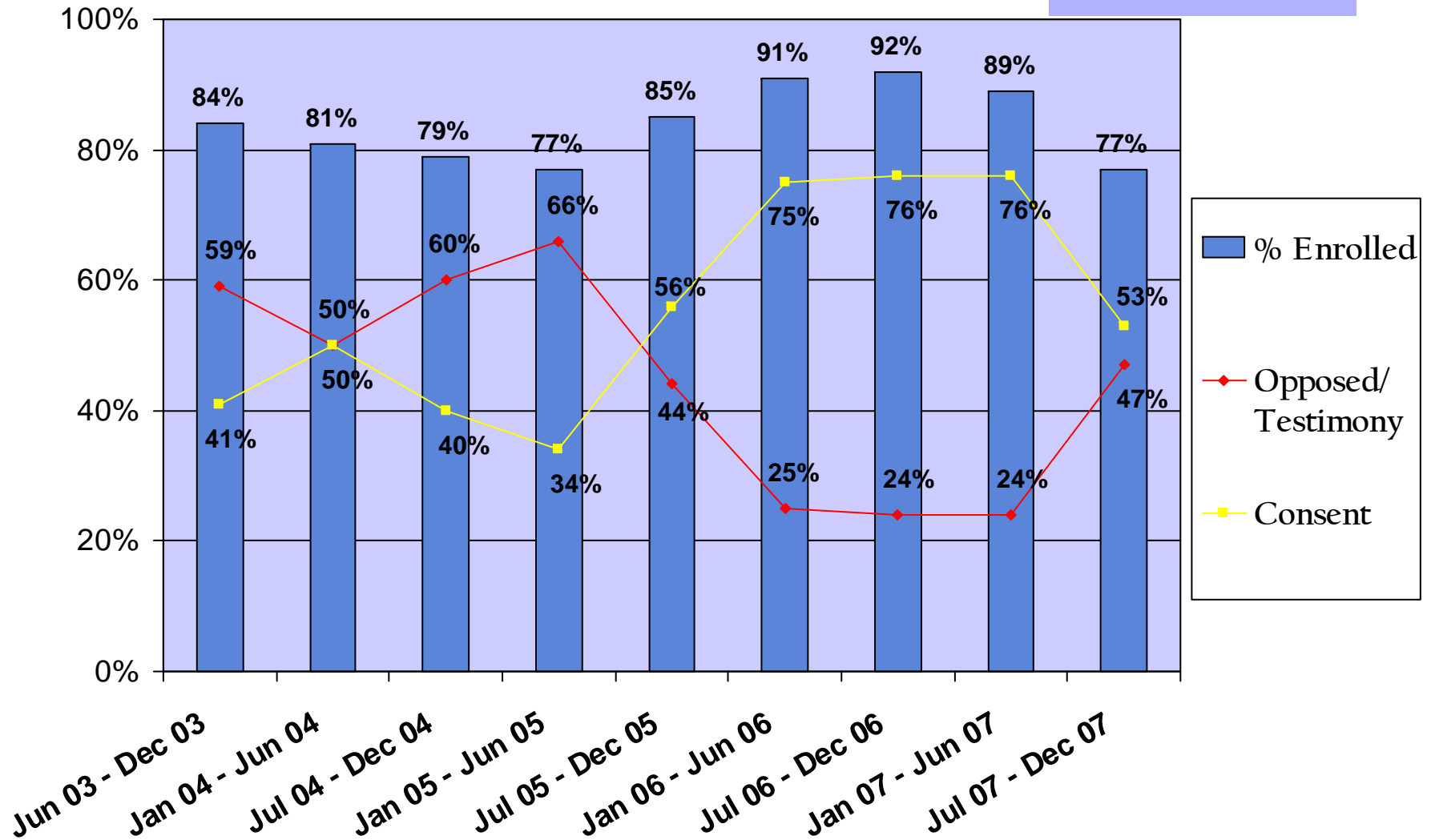
- **Intensive community-based program with a family-centered approach.**
- **Works to improve the level of family functioning including increased levels of supervision by caregivers and enhanced communication between family members.**
- **Ensures that the youth is program compliant, attending school, and involved in pro-social activities.**
- **Upon completing the program, Esperanza youth remain with a PO who has been a member of their therapeutic team from the first day of sentencing.**

Since program inception, 391 kids have successfully completed Esperanza

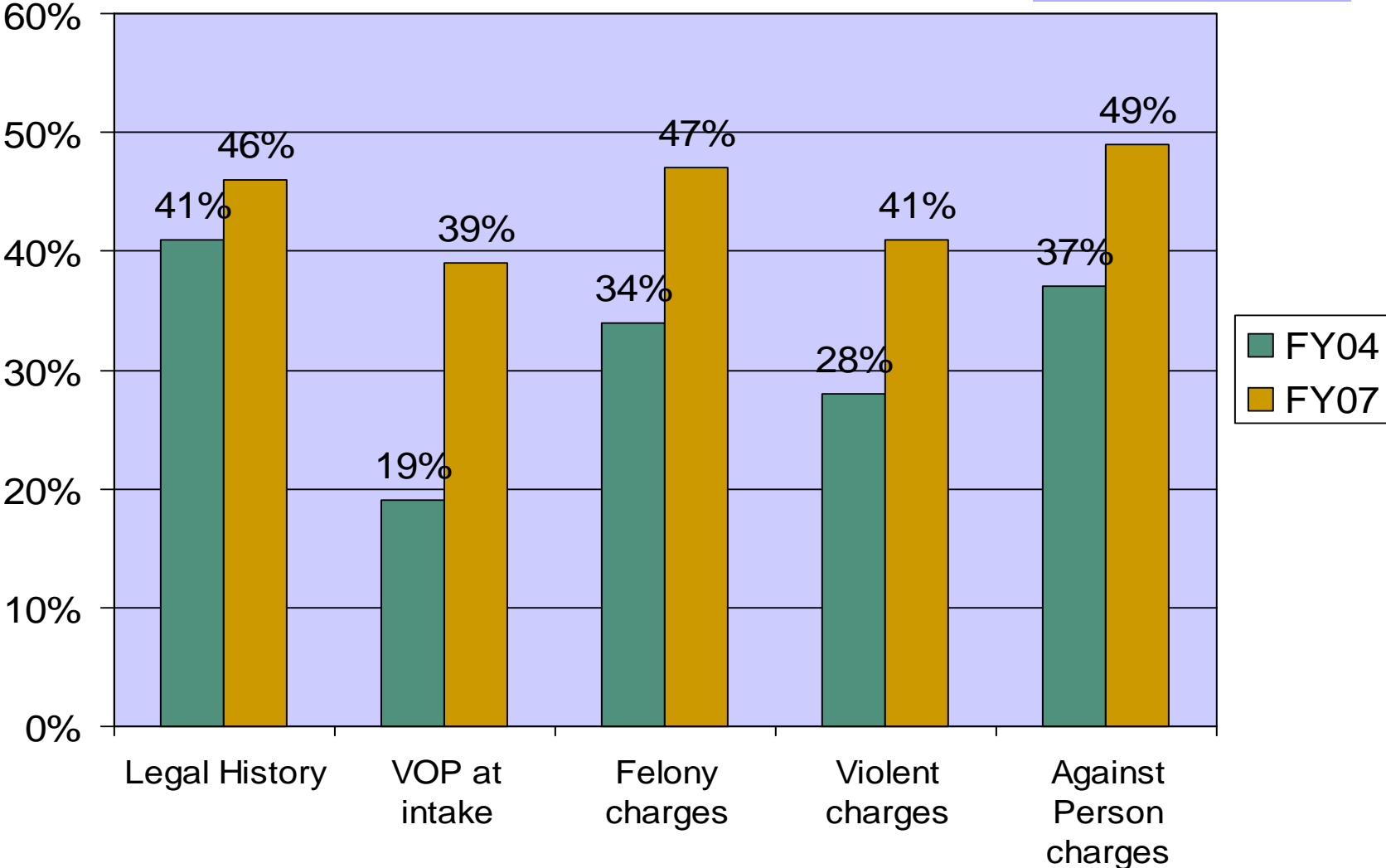
Average completion rate is 64%.



ACC Position on Esperanza Acceptances (Six Month Periods: Jun.2003 – Dec.2007)



Changes in Esperanza kids accepted



Program Outcomes and Recidivism

OCFS Recidivism Study

- Within 9 months of release from placement, more than 50% of young people were re-arrested.
- 81% of males were re-arrested within 36 months of release.

1999 DCJS Study

General Supervision

- In FY07, 9% of probationers on General Supervision were re-arrested.

Enhanced Supervision Program (ESP)

- Preliminary data indicates that 65% of ESP youth are successfully completing probation.
- In FY07, 14% of probationers in ESP were re-arrested.

Esperanza

- 64% of enrolled youth have successfully completed the program.
- In FY07, 16% of probationers in Esperanza were re-arrested.
- 74% of Esperanza youth have remained out of placement within 9 months of release.

Potential Cost Savings

- Esperanza: From Program Inception through March 2008

Estimated Cost Savings
\$21,283,432.00

- “The Mayor’s Office of Management and Budget has projected \$43.0 million in savings over the next four years as a result of declining numbers of youth placed in OCFS-run facilities”*

Building on Project Zero

- **Further investment in JJ reforms by the Bloomberg Administration**
 - Development of the Juvenile Justice Initiative (JJI) to address the overlap in population between child welfare and juvenile justice system
 - Development of the Collaborative Family Initiative (CFI) to provide services to youth leaving detention facilities

In January 2008, OCFS Commissioner, Gladys Carrion, announced a plan to close 6 facilities due to underutilization and poor outcomes

Recognition for Project Zero

- Recently selected as one of 50 semi-finalists for Harvard's national Innovations in Government Award
- Also selected as one of 8 finalists for the Annie E. Casey Innovations Award in Children and Family System Reform

Lessons for other jurisdictions

- Public/private partnership
- Analyze every step of the process
- Utilize objective measures and tools
- Buy-in from system players
- Plan ahead to recoup cost savings